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PERSONNEL OFFICE COMMENTS ON THE FINAL REPORT
OF THE JUNIOR OFFICERS' COMMITTEE

1. The Personnel Office comments will deal with the more general considerations presented by the Report. Since the Committee concerned itself with so many aspects of the employment situation in CIA, a detailed consideration of all these points is not considered appropriate or necessary. The Personnel Office is of the opinion that the Report serves a useful purpose in pointing up general problem areas, despite certain deficiencies which are readily apparent to an informed reader. It is the view of this Office that the Report underscores the need for increased emphasis on supervisory training and more careful supervisory selection in the Agency. While this Office certainly does not agree with all of the allegations and criticisms reported by the Committee, it is believed that had these junior personnel been subjected to good supervision from the time they entered on duty with the Agency, many of the misunderstandings which resulted in lowered morale among these people would not have occurred.
2. To the Personnel Office the Report suggests a possible need for a reassessment of the Junior Officer Program in terms of the Agency's current personnel requirements. Now that we are no longer an expanding Agency, it is believed that the recruitment of junior officers must be directed more toward the employment of personnel for fairly specific assignments which will be known to exist at the time the individuals are ready for productive employment. While the Agency was expanding, the recruitment of individuals with outstanding personal

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and academic qualifications was justified, even though specific assignments were not known at the time of recruitment. An expanding organization can always use such individuals in some capacity. This is no longer the case, and it is believed that the program should be reconsidered in terms of our present employment situation.

3. With reference to the Committee's recommendations on the Career Service Program, it is believed that the Committee, in this regard, may have become a little presumptuous. While we agree that the problems of junior officers relate to the Agency's career service policies and procedures, the members of the Committee seem to have used their Report as an opportunity for presenting their own views on career service in the Agency without any particular relationship to their problems. One general observation which this Office would like to make is that while recognizing the need for improved supervision in the Agency the Committee somewhat inconsistently recommends the utilization of career service machinery in such a way as to further weaken supervision. This Office subscribes wholeheartedly to the concept that Career Service Boards are advisory to supervisory personnel, and should themselves have no executive responsibilities.
4. This Office does not agree with the Committee's recommendation that there be a "Junior Executive Inventory." We do not believe that the factors which warrant the establishment of an Executive Inventory of senior personnel are present with respect to junior personnel. The establishment of such an inventory would have a very adverse effect

on personnel in the junior grades who were not included, and the existence of the inventory would inevitably become known throughout the Agency. All junior personnel should have reason to believe that their opportunities for advancement in the Agency will depend on their own abilities and not on a label which may have been attached at the time of recruitment.